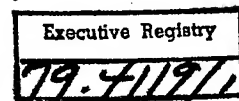


31 MAY 1979



MEMORANDUM FOR: Deputy Director of Central Intelligence  
 FROM: Harry E. Fitzwater  
 Director of Personnel  
 SUBJECT: Personnel Initiatives  
 REFERENCE: DCI Memo to DDCI, dated 22 May 1979, Same Subject

14 JUN 1979

The following responses are keyed to the referent memorandum:

Paragraph a.:

1. As you are aware, I am attempting to significantly augment our effort in manpower planning and analysis by forming a small planning staff reporting directly to me. Although manpower planning and analysis are considered one of the highest priorities for the Office of Personnel, my efforts have been stymied by the unavailability of qualified personnel and other demanding requirements. On 1 June, [redacted] a highly qualified statistical analyst, will be relieved from other duties to devote full time to this effort. We have recently acquired an operations research analyst who is researching manpower planning models. He has found a model that is superior to our systems dynamics models and software is available for it. In addition, we are actively trying to obtain a junior analyst/programmer to augment the staff.

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2. Some progress has been made regardless of the above. This month we completed a computer simulation based on age distribution model--to assist the DDO in planning professional inputs for the next five years. The results have been shared with the DDO which has found them useful for sizing the new college graduate hiring program designed to supplement the CT Program. The basis for this simulation was a systems dynamics model developed by the Office of Personnel that utilized loss flows based on age profiles. The results of the simulation were checked against the information systems model which is a grade distribution model using loss estimators and sensitive to change in the age profile.

3. During July, we will update the five-year projections of promotion-flow based on computer simulations for each Directorate. These

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projections are used as a starting point in preparation for the promotion plans and goals for each of the Directorates.

4. It is our plan to continue with our modeling effort of the DDO and, if you agree, to eventually model the total Agency at a component level. It appears to me that this effort is more important to the Agency than NAPA, CSRA or other burning issues. We must be able to see where we are going and try to control our destiny so that humps in grades or ages and future rifts are not necessary. Also, the Office of Personnel must be able to answer management's questions regarding recruitment, promotion, and separation policies. The only way this can be done is through manpower analysis based on modeling. *Agree*

5. For your information, I have attached copies of papers prepared for the Operations Directorate and also an interesting example of another type of analysis, a recent paper prepared in connection with an EEO case.

Paragraph b.:

This appears to be a good idea but I believe we should obtain some input from DDS&T and NFAC since they are the primary offices involved. My concern is that excluding the Ph.D type seriously limits our ability to fulfill ongoing requirements. Without studying this further it would seem to me that one way of accomplishing the "two-M.A. type," described by the Director, would be to allow the individuals already on board and those we recruit to acquire the other M.A. at Agency expense after hours. The least we can do is to study the problem to be sure, as indicated by the Director, that his rationale is valid. I will discuss this with NFAC and DDS&T.

Paragraph c.:

25X1 know, is currently looking at our testing system. Of more concern to me and the D/EEO is the impact of the Uniform Guidelines for Employee Selection procedures. At our next Executive Committee Meeting I will be proposing that testing be an issue to be addressed by a group from OP, OMS, EEO and OGC in accordance with NAPA's recommendations.

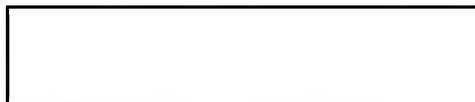
Paragraph d.:

This is an idea that has appealed to me for some time, and again is an issue related to one raised by NAPA. With the large number of CT's being brought in by the DDO at present (possibly 70 externals in the July class) there are not enough training resources available to cope with an additional workload of new entry-level professionals. I do not expect the DDO to require this level of activity after the January 1980 class. In the meantime, I suggest that OP and OTR work together to try and initiate a program along the lines suggested by the DCI. This would require direction from you in order to ensure that Directorates comply. However, I caution against initiating the program until we can see our way clear to give it

proper justice.

Paragraph e.:

We have no current problem with respect to the Student Trainee and Graduate Intern Programs--they are popular, well received and more and more offices are becoming interested. Certainly, we should encourage as many as possible because it is an extremely productive mechanism for new hires. Thus, I support the Director's view that we should study what, if additional, programs of this type would make sense. Again, given the short time to think about this, it would seem to me that if we advertise the usefulness of the Student Trainee and Graduate Intern Programs or make it mandatory for offices to participate, we will have sufficient participation without having to create additional programs. We will add this to our action items to improve on the already high interest of offices.



Harry E. Fitzwater

Att

- A. Working Paper - D Professional Accession Projections
- B. Joint SRB/PRS Analysis of EEO Request

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<b>TRANSMITTAL SLIP</b>		DATE
TO:		
ROOM NO.	BUILDING	
<b>REMARKS:</b> <p>This draft has been discussed with Information Science Center (OTR) and CMS/DDO.</p> <p>A final version will reflect minor changes made as a result of the discussions.</p>		
FROM:		
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